

**KNOWLEDGE MANAGEMENT CAPABILITIES AS PREDICTOR OF  
PROJECT PERFORMANCE IN MALAYSIAN CONSTRUCTION  
COMPANIES**

by

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**KEUPAYAAN PENGURUSAN PENGETAHUAN SEBAGAI PREDIKTOR  
PRESTASI PROJEK DALAM SYARIKAT PEMBINAAN MALAYSIA**

**ABSTRAK**

Bagi memahami kejayaan dan kegagalan pengurusan pengetahuan (KM), keupayaan KM mesti dikenal pasti dan dinilai. Literatur telah menawarkan asas teori yang menganggap keupayaan organisasi sebagai prediktor prestasi KM. Dalam usaha untuk menjadikan KM lebih berkesan, kajian ini cuba untuk mengintegrasikan perspektif KM yang terbahagi ke dalam kerangka holistik iaitu merangkumi keupayaan infrastruktur pengetahuan (teknologi, struktur, dan budaya) dan keupayaan proses pengetahuan (perolehan, penukaran, penggunaan, dan perlindungan), berdasarkan kajian Gold (2001) dan prestasi projek dari segi masa, kualiti, kos dan keselamatan di samping manfaat projek. Bagi merapatkan jurang di antara teori dan praktikal, kajian ini menjajarkan unit analisis yang lebih rapat kepada peringkat pengamal pelaksanaan dengan memilih organisasi berasaskan projek iaitu syarikat pembinaan sebagai populasi kajian. Sebanyak 85 sampel boleh guna berdasarkan kuasa statistik dan saiz sampel Cohen (1998) telah diperolehi daripada Syarikat G7 yang disenaraikan di bawah Lembaga Pembangunan Industri Pembinaan (CIDB), Malaysia. Analisis regresi telah dijalankan melalui pemodelan Kuasa Dua Terkecil Separa (partial least square regression, PLS) menggunakan perisian SmartPLS<sup>®</sup>. Keputusan kajian ini menunjukkan bahawa terdapat hubungan yang positif di antara keberkesanan KM dan projek. Keputusan kajian ini adalah penting dalam mewujudkan satu instrumen kajian yang sah dan boleh dipercayai untuk syarikat pembinaan, serta dalam menyediakan bukti kukuh bahawa keupayaan

KM adalah penting untuk meningkatkan projek. Kajian ini juga mencadangkan hala tuju untuk kajian masa depan yang berkaitan.

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**ABSTRACT**

To understand the success and failure of knowledge management (KM), KM capabilities must be identified and assessed. Literature has offered theoretical grounding with regard to organizational capabilities as predictor of KM performance. In order to make KM more effective this study attempts to integrate the fragmented KM perspectives into the holistic framework including, knowledge infrastructure capability (technology, structure, and culture) and knowledge process capability (acquisition, conversion, application, and protection), based on Gold's (2001) study and project performance from the standpoint of time, cost, quality and safety in addition to project benefits. To bridge the gap between theory and practice, this study aligns unit of analysis more closely with the practitioners' level of implementation by selecting project based organization (PBO), namely construction organization as population. The sample of 85 useable respondents was collected through Cohen's (1988) statistical power and sample size conventions, from G7 Companies listed with CIDB. The regression analysis was conducted through partial least squares structural equation modelling using SmartPIS<sup>®</sup> software. The results of this study indicated that there is a positive relationship between effective KM and performance. The results of this study are valuable in establishing a valid and reliable survey instrument for construction companies, as well as in providing strong

evidence that KM capabilities are essential to improving performance. It also recommends direction for future related studies.